

# **Federal City Performing Arts Association**

## **Board of Directors Meeting Minutes**

**Sunday, August 11, 1996**

**2801 M St, NW, Washington, DC**

**DIRECTORS:** Present: Boykin, Eadie, Dorr, Gerard, Gibb, Lewis, Madigan, Peirce, Perkins, Salevsky, Wheeler, Vignali, York.

Absent: none.

**STAFF:** Holloway, Monell.

**GUESTS:** Mark Bombaci.

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### ***I. Call to Order***

**Meeting Called to Order** at 6:35 pm by Boykin.

Boykin requested a "check-in" from members following the just-completed Board retreat. Responses included: burnt, tired, interested, energized, content, inspired, overload, exhausted, mentally tired, excited, enthused, encouraged.

### ***II. Facilitator's Remarks***

Boykin introduced Mark Bombaci, an organization development consultant, who will serve as our meeting facilitator on a voluntary basis. Bombaci outlined his role, emphasizing that he was principally here as a guide to keep us on track within the times we had established.

### ***III. Approval of Minutes and Secretary's Report***

Dorr noted that at the June 11, 1996 meeting two important policies were adopted, "Employment Policies and Benefits" and the "implementation plan for "out" mailings," and inquired about the reposition of such documents. It was explained that they are archived with the minutes. Perkins said that when proposals or documents are approved that are referenced in the adopting motion, the minutes will reflect they are attached to and a part of the minutes.

**Gibb moved, York seconded, to approve the June 11, 1996 minutes as presented.**

**Unanimous in favor. Minutes approved.**

**Dorr moved, Gerard seconded, to approve the July 2, 1996 minutes as presented.**

**Unanimous in favor. Minutes approved.**

- ▼ Boykin announced that the Board Secretary will maintain the master calendar for FCPAA during the coming year. Perkins distributed a draft copy of the 1996-97 calendar and requested that he be informed as promptly as possible of any changes or additions. It was suggested the calendar be placed on the GMCW web page.
- ▼ "Board of Director Agreement" forms were distributed and members were requested to sign, date and return them to the Secretary.



#### **IV. Financial Report**

1. Peirce presented the Month 12 (June) closing report, the final report (pre-audit) of the 1996 fiscal year. Significant highlights included:
  - ▼ Revenues were \$23,000 higher than in FY 1995, but almost \$4000 under budget.
  - ▼ Operating expenses, more than \$88,000 over last year and \$35,00 over budget, reflected increases that were either planned or outside our immediate control.
  - ▼ Bottom line: we had an overall (operating + reserve funds) shortfall of \$16,000 instead of \$31,000 we anticipated.
  - ▼ Lesson: we are very good at holding the line on our expenses and stretching our resources, but not at forecasting and anticipating the often unrelated but necessary expenses to our primary goals a year in advance. Coordination, planning, and forecasting will be one of the new roles for the finance committee and Treasurer this year under our new financial structure.

**Gerard moved, York seconded, to accept the report as presented.  
Unanimous in favor. Report accepted.**

2. Peirce presented a report on the status of our investment portfolio prepared by Dick Dorr and advised that both the Finance Committee and the Executive Committee agreed that the corporation get out of the current stock investments.

**Peirce moved, Dorr seconded, That the Board authorize the Treasurer, with consultation and concurrence of the Executive Committee, to sell the stock portfolio when the stocks are between the following ranges: Applied Materials: \$24 - \$30 per share (\$11,760 - \$14,700); Integrated Device Technology: \$9 - \$15 per share (\$3,600 - \$6,000); Micron Electronics: \$13 - \$15 (\$7,800 - \$9,000); Microtouch Systems: \$15 - 21 (\$6,000 - \$8,400).**

Dorr explained there was no Board action of record to purchase these stocks, but Board action to sell was sought as a more proper course of action. Wheeler thanked Dorr for monitoring this "inherited" situation. Gibb reminded the Board of its responsibility for accountability.

**Unanimous in favor. Motion approved.**

3. Peirce advised that changes had been made to the "Check Request / Vendor Payment Process." The process is explained in the Finance Committee report. Two highlights are a) Only committee chairs can authorize payments from their committee's budget, and b) Requests for reimbursement will require authorization by a member of the Executive Committee.
4. Peirce acknowledged that there would be bugs in the new financial system, sought our patience, and invited suggestions for improvement. He reminded the Board to use our tax exempt number for purchases whenever possible.

#### **V. President's Report**

1. Boykin thanked Board members for their enthusiastic support of the retreat, and Michael Milano for his expert leadership. He acknowledged that meetings thus far with everyone had been very exciting, helpful, and filled with energy; and he thanked all for their ideas and suggestions.



2. The following committee chairs have been named for the 1996-97 season:

Membership: Darrell Lewis & co-chair: Robb Rexroth  
Fundraising: Jack Gerard & Robert York  
Marketing: Henry Salevsky  
Community and Public Relations: Thom Gibb  
Hot Notes Editor: Craig Cowden  
Executive Producers: Gary Turner & Joe Vignali  
Personnel: John Perkins  
Finance: Jeff Peirce  
Merchandise Coordination: Jim Madigan  
Chorus Care Corps: Roger Bergstrom  
Advertising: Jack Gerard & Gary Regan  
Promotional Video Team: Henry Salevsky  
Space Committee: Joe Vignali  
PWA ticket contact: unfilled

3. In other matters:

- ▼ Keep in mind balance of personal skills when staffing committees. Committees should be either ready to go or already meeting before our first rehearsal.
- ▼ Best to communicate problems with Fred on one to one basis. He'll run problems by Executive Committee, Executive Director, or whomever appropriate if necessary. Doesn't want members leaving meetings with unresolved issues. If problems remain unresolved, members invited to bring issues to full board.
- ▼ Executive Committee (with Holloway and Monell) will be meeting in retreat August 23 - 25. Will be working on committee assignments, board goals, and other items you might have for it.

**VI. Executive Director's Report**

Monell thanked the Board for sending him to GALA V, and acknowledged how really proud he was to have Jim on our staff and witness the respect he garners from his peers. Significant highlights of the report included:

- ▼ Board members with input, comments, or interest in working on any of the listed projects in the Executive Director's "Focus for July 1996 - December 1996" document should see him.
- ▼ Anyone interested in managing the promotion and events surrounding the Holly Near concert is invited to a meeting on August 14 at 7 pm at the office.
- ▼ Michael Milano has agreed to consult on development of a strategic planning process during the next six to eight months. Interested and experienced board or chorus family members are invited to help.
- ▼ A status report from Volunteer Coordinator Dean Lester was distributed along with a board training resource article from the Washington Council of Agencies.

**VII. Music Director's Report**

Holloway announced he had just returned from a choral workshop in Oregon where he studied with GALA Festival V conductor Rodney Eichenberger. He read a letter from Eichenberger praising the artistry of GMCW that stated, "the pleasure of your music brought tears to my eyes."

1. Due to the weekend activities of October 12-14, Holloway recommended getting the rehearsal season underway as soon as possible.



**Peirce moved, Gerard seconded, The first GMCW rehearsal is scheduled for September 8, 1996. Unanimous in favor. Motion approved.**

2. Holloway proposed inviting the New Jersey Gay Men's Chorus to D.C. for a joint concert with the Chamber Choir on November 17, 1996 (the "In Recital" concert) at Capital Hill United Methodist Church. The featured work would be a joint performance of "Prayers for Bobby" by Jay Kawarsky with the composer conducting. Further, he proposed that the GMCW Chamber Choir accept an invitation from the NJGMC for a joint performance in Princeton, NJ on June 7, 1997, of "Hidden Legacies" with Holloway conducting.

**Dorr moved, Vignali seconded, That a joint concert exchange of the New Jersey Gay Men's Chorus and the GMCW Chamber Choir as proposed be authorized.**

Impact on the budget for the November concert was the focus of discussion (no budget impact was projected for the June concert). Special marketing to PFLAG should increase ticket sales by 50 (\$500). Chamber choir will house members of NJGMC. Salevsky said that \$300 requested for advertising was already in the Marketing budget under "Let Us Entertain You." Event provides opportunity of positive visibility and outreach to the community. Projected increase in production costs (\$500) should be offset by increase in projected ticket sales.

**Unanimous in favor. Motion approved.**

3. Holloway requested Board assurance in revising the June 1997 GMCW/Indianapolis Men's Chorus program concept. The revised program would be to perform in Act I, "My Buddy: a musical review about friendship" arranged by Annie Albritton; and in Act II, "Naked Man", music by Robert Seeley, libretto by Philip Littell. This would require adjusting the travel schedule to a Thursday afternoon 6/19/97 departure from D.C., and a return from Indianapolis on Monday morning, 6/23. There will also be increases in production costs.

**Peirce moved, Vignali seconded To approve change in programming to include "Naked Man" and charge all affected committees to work on details and bring budget impacts to the Finance Committee.**

**Unanimous in favor. Motion approved.**

4. In response to the inquiry from Cedar Lane Unitarian Church about our availability for a concert with an expected fee of \$1000.00,

**Gibb moved, Vignali seconded, To authorize a GMCW concert at Cedar Lane Unitarian Church on Friday, March 14, 1997 at 8:00 p.m.**

**Unanimous in favor. Motion approved.**

#### **VIII. Committee Reports**

- ▼ *President's Advisory Committee* Boykin announced he was convening this new group of past GMCW presidents to tap their collective wisdom on current chorus issues.



- ▼ *Personnel* Perkins reported that a key focus this year would be developing a comprehensive program for evaluating staff performance and compensation.
- ▼ *Finance* Peirce promised his committee would produce a budget we could read and would work with the various FCPAA components to assure a successfully operating financial system.
- ▼ *Production and Space* Vignali pledged that his committee would work as a team with the music staff and all others to ensure smooth productions this season that come in on budget. With the necessity to vacate the space we lease at Levine School this fall, he will be looking for new space for rehearsal, office and storage for the spring.
- ▼ *Fundraising* Gerard reported that York will be coordinating special events (yard sale, media party, etc., as well as some new efforts), while he will concentrate on donor correspondence and database, two phonathons, and direct mail. Gary Regan will serve as a consultant to their efforts.
- ▼ *Advertising* Advertising rates are raised 5% this season.
- ▼ *Membership* Lewis observed we were coming off of two great things: the performance and sharing at the Unitarian Universalist Church of Arlington, and GALA Festival V. The committee's goal this year is to take the guess work out of being a GMCW member. They will be working with the "Many Voice, One Heart" theme from the Board retreat.
- ▼ *Marketing* Salevsky revealed that the season vision for his committee is to increase concert ticket revenue through increased internal sales, improved public perception of our entertainment value, and improve the GMCW's outreach to all communities. SMART goals will be implemented to improve the following areas: chorus internal ticket sales, public perception of our entertainment value, print and non-print media advertising, and integration with the community.
- ▼ *Community and Public Relations* Gibb announced that Eadie will assume role of day-to-day public relations. Rick Rosendall will continue with special projects and web page until someone else can take those over. They will be working with Marketing to establish boundaries and to avoid overlap between committees.

#### **IX. Old Business**

None

#### **X. New Business**

1. Gerard commented that he thought the idea of changing the designation of committees to teams as discussed at the retreat was a worthy idea. Salevsky observed this change is rapidly occurring in the corporate world and would be appropriate for FCPAA.

Salevsky moved, Gibb seconded, To change the name of FCPAA committees to teams, and to change the designation of chairman to team leaders.

Dorr moved, Gibb seconded, to amend above, To make this a pilot project to be evaluated by

March 1, 1997 in order to prepare for any necessary by-law changes. [Accepted by Salevsky].

**Unanimous in favor. Motion as amended approved.**

2. Holloway expressed thanks to the past year's Board for making the commitments of getting the chorus to Tampa. Our participation of 80-85% was extremely positive compared with that of other major choruses.

3. Lewis reported on the status of the Holiday CD project. Richard Dupler has been hired to work with the CD team to complete the production work. The cost of \$1500 to fly him from Los Angeles and related expenses has been covered by donations. This action was approved by the Executive Committee meeting in Tampa in July.

4.

**Peirce moved, Eadie seconded, to move into Executive Session.**

**Unanimous in favor. Board moved into Executive Session at 8:12 pm.**

**York moved, Eadie seconded, to move out of Executive Session.**

**Unanimous in favor. Board moved into open session at 8:24 pm.**

#### ***XI. Adjournment***

**Gibb moved, Wheeler seconded, to adjourn the meeting.**

**Unanimous in favor. Meeting adjourned at 8:25 pm.**

Respectfully submitted,



John E. Perkins

Secretary  
FCPAA